

Craig G. Goodman

AREAS OF PROFESSIONAL EXPERIENCE

- Corporate and Government Senior Executive Management
- Law, Economics, Taxation and Policy Development
- Federal and State Administrative and Judicial Litigation

PROFESSIONAL EMPLOYMENT

1997-Present: President, National Energy Marketers Association. Chief executive officer of national non-profit association representing a regionally diverse cross-section of wholesale and retail marketers of natural gas, electricity and energy-related products, services, information and technology. Mr. Goodman represents the association on deregulation, restructuring, and taxation of natural gas and electricity before regulatory commissions and legislatures at both state and federal levels. NEM is committed to the implementation of laws, regulations, standards of conduct, rates, tariffs and operating procedures that (a) provide all customers meaningful choice, (b) implement open, efficient, liquid and price-competitive energy markets, and (c) that encourage the development of new and innovative energy services and technologies, at the earliest possible date.

1996-1997: Senior Vice President Law, Regulation and Public Policy, ERI, Incorporated. Senior executive officer reporting directly to the Chairman and CEO. Recruited by Chairman to help restructure a utility conglomerate into a competitive new energy company and to implement an aggressive corporate growth strategy. Recruited, trained and managed senior, corporate-level staff of professionals to develop, advocate and implement competitive energy markets within federal and state laws, regulations and public policies. Worked directly with Congress, federal agencies, state legislatures and state PUCs. Responsibilities included legal representation in state and federal regulatory proceedings throughout the United States. Elected as corporate vice president of Equitable Resources, Inc. and its consolidated group of companies in May 1996. Member of the senior management team, executive committee, corporate strategy team and chairman of the political involvement committee.

1989-1996: Vice President Governmental Affairs, Mitchell Energy Corporation. Responsibilities included development, analysis and presentation of Company's position on state and federal regulations, legislation and public policy. Worked directly with Congress, federal agencies and state PUCs to write or rewrite laws and regulations yielding more than \$2 billion in after-tax cash flow to the industry. Developed and drafted the energy, tax and environmental provisions of the 1990 Budget Reconciliation bill, the 1991 "pro-growth" legislation, the 1992 National Energy Strategy legislation, the 1995 proposed omnibus energy and environmental legislation and \$16 billion in tax relief that passed both Houses of Congress. Represented the U.S. energy industry and other industries on matters involving federal laws and regulations affecting energy production, transportation, marketing, taxation and electricity generation. Authored analyses, expert testimony and publications for congress and executive branch agencies.

1987-1989: Office Director, Office of Energy Tax Policy, United States Department of Energy. Developed, analyzed and presented the Administration's energy and tax policies affecting crude oil, natural gas, natural gas liquids, coal, electricity, uranium and nuclear energy. Analyzed and developed policy on both domestic and international tax and fiscal issues affecting all major energy resources, as well as advanced energy technologies, and conservation/energy consumption tax policy. Senior executive service management responsibilities for office of expert professionals and outside consultants. Originally recruited by DOE as director of oil, economic and energy tax policy. As division director, responsibilities included all domestic and international policy issues affecting liquid and liquefiable hydrocarbons.

1987: Senior Counsel and Director of Energy and Tax Policy, Independent Petroleum Association of America. Developed and presented legal, regulatory and legislative positions on energy and tax issues affecting the nation's 12,000 independent producers of crude oil and natural gas. Worked directly with the Administration, Congress and federal agencies on all matters affecting energy and tax policy. Managed multiple Committees comprised of CEO's, high level executives and managing partners of U.S. energy production companies and major accounting firms.

1980-1987: Vice President of Regulatory Affairs, Mitchell Energy Corporation. Developed, coordinated and presented Company's position on federal and state laws and regulations impacting all areas of energy production, transportation, marketing, taxation and electricity generation. Provided legal, regulatory and litigation advice in areas of natural gas, pipeline and utility regulation, cogeneration, environmental protection, public lands, telecommunications, and real estate development. Represented and testified on behalf of numerous national and regional trade associations on issues of significance to the Company and several energy-related industries.

1979-1980: Senior Associate, Cramer and Lipsen, Counselors at Law. Specialized in natural resources and energy law with emphasis in administrative and judicial litigation. Assisted corporations and governments in multi-national trade, investment, and commercial transactions. Served as director of international trade for the United States-China Trade Consultants, Inc. Coordinated first exhibition of U.S. technology in People's Republic of China. Drafted several national policy issues for Governor Ronald Reagan's 1980 Presidential Campaign.

1978-1979: Assistant Solicitor, Administrative and Judicial Litigation Division, Office of Special Counsel for Compliance, United States Department of Energy. Official responsibilities included administrative and judicial litigation, from pre-trial preparation through oral argument, in cases involving crude oil, natural gas liquids and refined petroleum products. As trial counsel won a major case on behalf of the United States for damages that exceeded \$120 million.

EDUCATION

1973-1975: University of Miami School of Law, Coral Gables, Florida. Doctor of Jurisprudence. Co-author *Corporate Law and Securities Regulation*, 28 *University of Miami Law Review* 922, 1974.

1974-1975: United States Attorneys' Office, Major Criminal Fraud Division. Legal intern during third year of law school.

1973-1974: Judicial Clerkship, Chief Judge of Dade County Florida. Legal research, writing, and preparation of orders for numerous judges and general masters of the 11th Judicial Circuit during second year of law school.

1972-1973: Reynolds Securities Company, Wall Street, New York. Sponsored for intensive Wall Street training in economics and financial analysis.

1967-1971: University of Maryland, College Park, Maryland. Bachelor of Arts degree with honors in economics. Majored in economics, with minors in English and finance. ODE national economic scholastic honor society.

PROFESSIONAL MEMBERSHIPS AND ORGANIZATIONS

- The United States Supreme Court
- The State Bar of Texas and Member of the College of the State Bar of Texas
- The District of Columbia Bar Association
- The State Bar of Florida
- The American Bar Association, Tax Section, Natural Resource Taxation Committee, Tax Section Representative to the Coordinating Group on Energy Law
- Numerous United States Circuit and District Courts around the country.
- Chairman and Vice Chairman, Tax Committee, Domestic Petroleum Council -1990-95
- General Committee on Taxation, American Petroleum Institute-1981-95
- Committee on Taxation, Independent Petroleum Association of America-1981-present
- Director and Policy Committee, Texas Independent Producers and Royalty Owners Association-1992-95

PERSONAL INFORMATION

- **Address:** 3254 O Street, NW, Washington, D.C. 20007
- **Telephone:** Home (202) 333-0311
Office (202) 333-3288
Fax (202) 333-3266
- **Personal:** Married with one child
- **Avocations:** Biblical archeology, art and antiques collecting, classical numismatics.

ADDENDUM TO RESUME

SELECTED PROFESSIONAL PUBLICATIONS

Determining Stranded Costs-Constitutionally, Guest Editorial, The Electricity Journal, inside back cover, August/September, 1997. Similar material published nationally in Natural Gas Daily, Inside Energy, Restructuring Today and Electric Power Alert.

Barriers to Price Competition in the Retail Energy Markets, published nationally and formally submitted to the Federal Energy Regulatory Commission and numerous state PUCs. Similar material presented by CEO at two national conferences of the National Association of Regulatory Utility Commissioners (NARUC), October 4, 1996.

Recover Stranded Costs in the Tax Code, Guest Editorial, The Electricity Journal, inside back cover, October, 1995.

The Corporate AMT is the Worst Capital Cost Recovery System Among Industrialized Nations, Tax Notes, February 27, 1995 at 1341. Originally published by American Bar Association Coordinating Group on Energy Law at Annual Meeting in Miami, December, 1994 and reprinted in Energy Information Bulletin, Spring 1995. Proposals passed by House Republicans as modifications of "The Contract with America," March, 1995 and were basis for S-1000.

Industry May Experience Reduction in Government Burdens, One on One with Craig Goodman, Oil and Gas Review, May 7, 1995. Similar article published in TIPRO Reporter, January, 1995, Energy Taxes and the New Republican Majority.

Use Old Tax Credits to Fund New Investments, Tax Notes, November 7, 1994 at 777.

Policy Initiatives for the New Administration, The Natural Resources Tax Review, May-June 1993 at page 1.

The Impact of U.S. Tax Policy on Competition in the Global Economy. Presented and published as expert testimony before the Senate Finance Committee, February 19, 1992; S. Hrg. 102-694, Committee Print 55-420-CC. Also published at the 13th North American Conference of the International Association of Energy Economists.

The Competitiveness of the U.S. Tax System, Testimony presented on behalf of 16 national, regional and state associations representing virtually all U.S.-based oil and natural gas producers before the House Ways and Means Committee, September 12, 1991. Committee Print 102-71, at pages 1434 et seq. Also published in the American Oil and Gas Reporter, December, 1991.

The Impact of Corporate Alternative Minimum Taxation on U.S. Petroleum Extraction, qualitative and quantitative analysis of the impact of alternative minimum tax policy on U.S. petroleum extraction, published at symposium "Economic Effects of the Corporate Alternative Minimum Tax" sponsored by the American Council for Capital Formation Center for Policy Research, Washington, May 14, 1991. Similar analysis presented at the Aspen Institute Forum on Energy Policy, July 1991, Aspen, Colorado and published in the Oil and Gas Journal, October 7, 1991. Also cited extensively in Oil and Gas Investor, May, 1992.

Impact of the Omnibus Budget Reconciliation Act of 1990 on Investments in Domestic Petroleum Extraction, a qualitative and quantitative analysis of the impact of recent changes in energy tax law, January 31, 1991. Published at the ABA Section of Taxation winter meeting in Orlando and in Oil and Gas Tax Quarterly, June, 1991.

U.S. Petroleum Income Taxation: 1890-1990, an historical and quantitative analysis of the economic burdens on the extraction of petroleum resources in the United States, August, 1990 and updated March, 1991. Presented with additional testimony to the Senate Finance Committee Subcommittee on Energy and Agricultural Taxation, July 27, 1990, Committee Print 101-1227. Published in Oil and Gas Tax Quarterly, December, 1990, March, 1991 and June, 1991. Abbreviated version, entitled *The U.S. System of Income Taxation and its Impact on Investments in Depletable Assets*, was published by the American Bar Association, July, 1989, and The Natural Resources Tax Review, August, 1989.

The Microeconomic Impact of the U.S. Tax System on Domestic Petroleum Extraction, Briefing Book for the Staffs of the Joint Tax and Senate Finance Committees, March, 1990: Revised August, 1990, September, 1990 and September, 1991.

The Impact of Tax Reform On U.S. Capital Depletion Policy, Testimony before the Ways and Means Committee in Hearings on the impact, effectiveness and fairness of the Tax Reform Act of 1986, February 7, 1990, Committee Print, at page 219, and published in The Natural Resources Tax Review, Volume 2, No. 6, January-February, 1990.

Interview on U.S. Tax and Energy Policy, Tax Notes, January 2, 1990.

U.S. and Canadian Tax and Fiscal Treatment of Oil and Gas Production, U.S. Department of Energy Working Paper prepared in conjunction with U.S.-Canada Free Trade Agreement, May, 1988. Reprinted in The Natural Resources Tax Review, Vol. 1, No. 5, November, 1988.

SELECTED PROFESSIONAL SPEAKING ENGAGEMENTS

Recover Stranded Costs Now Without Btu Taxes, Wire Charges or Competitive Transition Charges
Presented at the 4th Annual Retail Competition Conference: Defining Yourself in the Retail Marketplace

Stranded Cost Recovery: The Linchpin To Restructuring. Presented and published novel proposals for stranded cost measurement and recovery. Presentation published nationally in numerous journals and publications.

The Impact of U.S. Tax Policy on Competition in the Global Economy. Presented and published as expert testimony before the Senate Finance Committee, February 19, 1992; S. Hrg. 102-694, Committee Print 55-420-CC. Also published at the 13th North American Conference of the International Association of Energy Economists

The Competitiveness of the U.S. System of Income Taxation, Aspen Institute Forum on Energy Policy, July, 1991; Permian Basin Petroleum Association, Annual Meeting, November 8, 1991; The 13th North American Conference of the International Association of Energy Economists, Chicago, Illinois, November 20, 1991.

The Economic Effects of the Corporate Alternative Minimum Tax, American Council for Capital Formation Center for Policy Research, Washington, May 14, 1991. Also published in *Oil and Gas Journal*, October 7, 1991.

U.S. Petroleum Income Taxation, Past and Present, American Bar Association meeting of the Natural Resources Taxation Committee, Orlando, Florida, February 1, 1991.

Impact of U.S. Income Tax Laws on Domestic Petroleum Extraction Investments, Independent Petroleum Association of America Annual Meeting, Dallas, Texas, October 22, 1990; the Dallas Energy Financial Group, August 21, 1990; Texas Independent Producers and Royalty Owners annual policy meeting of the Executive Committee, August 24, 1990. Updated version was presented to the North Texas Oil and Gas Association Annual Meeting, August, 25, 1991 and April 22, 1992.

The Microeconomic Impact of the U.S. Energy Tax System and the 1990 Budget Reconciliation Act, American Bar Association meeting of the Coordinating Group on Energy Law, Washington, D.C., October 2, 1990.

The U.S. System of Income Taxation and its Impact on Investments in Depletable Assets, American Bar Association meeting of the Coordinating Group on Energy Law, Houston, Texas, June 9, 1989. Similar presentation was made on November 7, 1990 at the Treasury and Internal Revenue Departments for their industry specialization program.

Effects of Increased Global Competition on U.S. Tax and Energy Policy, Financial Executives Institute, Committee on Taxation, Washington, D.C., April 26, 1989.

Comparisons of the U.S. and Canadian Tax and Fiscal Systems, American Bar Association Annual Meeting of the Tax Section, Toronto, Canada, August 1988.

The U.S. Oil and Gas Reserve Situation and Implications for Production, International Association of Energy Economists, Ninth Annual North American Conference, November 11-13, 1987, Washington, D.C.

Revenue Maximization: Property Selection and the Latest Tax Laws, Oilfield Equipment Services and Productivity Conference, The Energy Bureau, Inc., October 18-19, 1982, Houston, Texas.